

**CONTRACT #6**  
**RFS # NA**

**Department of Children's  
Services**

**VENDOR:**  
**Middle Tennessee State  
University**  
**(Training for child welfare case managers  
at state institutions)**



GENERAL ASSEMBLY OF THE STATE OF TENNESSEE  
FISCAL REVIEW COMMITTEE  
G-19 WAR MEMORIAL BUILDING  
NASHVILLE, TENNESSEE 37243-0057  
615-741-2564

Representative Charles Curtiss  
Chairman

December 16, 2004

Thomas Riche  
Deputy Commissioner, Administration and Training  
Department of Children's Services Central Office  
Cordell Hull Building, 7<sup>th</sup> Floor  
436 Sixth Avenue North  
Nashville, TN 37243-1290

Dear Deputy Commissioner Riche:

On Tuesday, December 14, 2004, the Contract Subcommittee of the Fiscal Review Committee considered whether it was necessary for the Department of Children's Services to reappear before the subcommittee on contracts for pre-service and in-service training for child welfare case managers at state institutions of higher education in Tennessee. In light of the fact that the Department of Children's Services had previously appeared before the Fiscal Review Committee Contract Subcommittee on the main contract in June 2004, the Contracts Subcommittee determined that it was not necessary for the Department of Children's Services to appear before the subcommittee concerning subcontracts related to this matter.

The contract with MYSU →

However, the subcommittee members voted that with regard to any future amendments or contract renewals related to pre-service and in-service training for child welfare case managers at state institutions of higher education that meet the statutory guidelines set forth in Tenn. Code Ann. §12-4-109 et seq., that the Department of Children's Services would submit a summary of those contracts for review by the Fiscal Review Committee staff sixty (60) days prior to the commencement of the contract.

If you have any questions or need additional information, please do not hesitate to contact me. Thank you.

Sincerely,

James W. White  
Executive Director

JWW:jmr

cc: Chairman Charles Curtiss

Members of the Fiscal Review Committee

**TENNESSEE CENTER FOR CHILD WELFARE**  
**Preliminary Estimated Subcontract Budgets**  
**Fiscal Year July 1, 2005 - June 30, 2006**

	<u><b>Estimate 2005-2006</b></u>
Austin Peay State University	\$461,673.00
Belmont University	\$350,511.00
East Tennessee State University	\$657,931.00
Freed-Hardeman University	\$254,991.00
Lincoln Memorial University	\$34,384.00
Middle Tennessee State University	\$974,039.00
Southern Adventists University	\$345,013.00
Tennessee State University	\$287,631.00
Union University	\$413,293.00
University of Tennessee - Martin	\$435,712.00
University of Memphis	\$423,603.00
University of Tennessee - Knoxville	\$3,254,296.00
	<u><u>\$7,893,077.00</u></u>

## ATTACHMENT A

### SCOPE OF SERVICES

Middle Tennessee State University will address the scope of services by enlisting the consortium member universities to provide development, delivery and evaluation of the following training programs:

1. BSW Certification/Stipend Program
2. Pre Service Training/New Case Manager Certification Training for non case load carrying new case managers
3. In Service Training for supervisors and case workers
4. Foster Parent Training for Trainers
5. Foster Parent Conferences
6. Legally Defensible Interviewing

The distribution of development, delivery and evaluation is outlined in the attached document below, listing each university and its chosen subcontract areas. The model for delivery of training utilizes a 1/3, 1/3, 1/3 model, meaning that the consortium universities will provide one third of the necessary trainers, UT SWORPS will provide one third and DCS will provide one third. Should DCS not feel they have sufficient staff to assist in this training, MTSU will arrange for 12 trainers to be hired by the universities serving the regions with the most need. This model applies to pre service training and in-service training (in the presentation of the new practice model only). As the consortium is in the process of transitioning from UT SWORPS to the multi DCS training model, UT SWORPS will continue to provide pre service training, foster parent training for trainers, legally defensible interviewing, and foster parent conferences, until such time as the consortium is ready to be fully integrated into those areas. It is expected that such integration will take place by January 2005, with UT SWORPS providing consortium training staff with all related materials and necessary training to prepare those trainers.

Development of training will be managed by MTSU, using a model that enlists one consortium university as a project manager and requiring that project manager to enlist the services of faculty and trainers in each consortium university as part of the design/review team for that particular training. MTSU will hire two staff, a pre service curriculum director and an in-service curriculum director, to serve as the coordinators of these efforts. UT SWORPS will continue to develop the New Case Manager Certification, in conjunction with DCS, the consortium universities, and Marge Gildner, the consultant recommended by DCS, who has written the curriculum for the certification program. The consortium universities will provide staff to be added to the development team established by UT SWORPS. This approach will allow for consistency in both the vision and process currently in use by UT SWORPS and Marge Gildner. It will also provide the consortium member universities the opportunity to assist in further revision and refinement of the pre service training. Finally, it will insure that the consortium member programs have access to the curriculum so that they can adapt their child welfare course curriculum to reflect the pre service training curriculum.

Development of new training is a labor intensive process, requiring those in charge of the process to spend many hours working with DCS staff to develop goals and objectives, outcomes for workers experiencing the, the training curriculum, both content and methods of delivery, and evaluation methods for the training. Because this model is so labor intensive, MTSU will ask one consortium university to be responsible for the project management of each new training course, and require that DCS to access the faculty and staff of the consortium universities to act as part of the design team. In this way, one program can be held accountable for the finished product, but each consortium university may participate in development of new training, thus having

billable hours for development time. For example, all consortium members may wish to develop a new training in ethics for child welfare workers. Those interested in being the project manager for that training would present to the consortium a proposal, and the consortium will choose the project manager. MTSU will then hold that consortium university responsible for creating a design/development team, listing the members from each consortium university, and providing the entire consortium a finished product on which to vote. Each consortium university providing a member of the development team will provide MTSU with an invoice detailing hours spent in development.

Delivery of training, as mentioned above, will continue to be provided full time by UT SWORPS until the consortium members have hired their trainers and those trainers have been trained in the new practice model pre service training. All consortium trainers will then be engaged in delivery of supervisor and experienced worker training, as well as beginning to participate in pre service training for new workers, foster parent training for trainers, legally defensible interviewing, foster parent training (pre service and in-service).

The Department of Children's Services expects the consortium to train all experienced workers, both supervisors and case managers in the new model by February, 2006. Attached is a calendar that lists when and where the following trainings will take place: pre service for new workers, 2-day overviews of the new model, supervisor training in the new model, and existing worker training in the new model. Parallel scheduling of supervisor training insures that supervisors are being trained at the same time as new and experienced case managers, thereby providing them with the skills necessary to reinforce the training of their staff.

Evaluation of the pre service training will continue to be performed by UT SWORPS, as their staff developed the current evaluation tools used in that training, both weekly assessments and the final assessment. All other evaluation of training will be subcontracted to a university or private organization selected by the consortium. MTSU will be responsible for meeting with the selected university or private organization to coordinate efforts for providing information needed to design evaluation methodologies

The Consortium will be responsible for offering **PATH (Parents as Tender Healers)** Training to DCS resource families, both foster and adoptive. PATH training will be provided in each county of the state, as new resource families are added. The consortium will also provide assistance to DCS in completing the home study component for approval of new resource families. The consortium will track attendance at these trainings and provide appropriate documentation to DCS as required. All universities with current subcontracts will be providing this service. Only Lincoln Memorial and David Lipscomb will not participate.

The Consortium will provide **Cultural Competency** training in conjunction with the Office of Civil Rights and the DCS committee assigned to oversee the cultural competency requirements of the Brian A. Lawsuit. Development, delivery and evaluation of the training will be provided by all universities with subcontracts (except LMU). The training will be a series of in services over time, designed to build competence in working with families of color and other diverse populations.

The Consortium will provide In Service Training in **Advanced Engagement, Advanced Assessment and Advanced Planning** as deemed necessary by DCS. Development, delivery and evaluation of such training will be done by all universities with subcontracts.

The Consortium will assist the **Tennessee Foster Care Association (TFCA)** with the development and delivery of its advocacy program. The scope of the current contract is amended to include the hiring of a staff member for MTSU to work with the lead advocate of the association and DCS to ensure that the needs of the both the resource families and DCS are met

[illegible]

University		Annual Conference of the TN Foster Care Assoc	Pre-Service New	In-service	Legally Defensible Interviewing	Training for Trainers	Home Study Training
Lincoln Memorial  (beginning Fall 2005) MTSU	Development	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Delivery	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Southern Adventist	Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TSU	Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Union	Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Univ of Memphis	Development	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

University		Annual Conference of the TN Foster Care Assoc	Pre-Service New	In-service	Legally Defensible Interviewing	Training for Trainers	Home Study Training
UT Knoxville	Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UT Martin	Development	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Delivery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### A.1. DEVELOPMENT

A.1.a. The Consortium Member shall revise a child welfare curriculum for newly hired case managers that is consistent with DCS policies and in accordance with DCS Practice model standards. The content is competency-based. Selected skills will be emphasized or targeted for observation or measurement as determined in collaboration with the department, its partners, and technical advisors. The curriculum design will contain expectations of individualized conferences with trainees, collaboration between field staff, DCS training staff, and Consortium Member staff to insure optimal learning opportunities and feedback and support for newly hired case managers. Once the content is delivered, ongoing revisions will occur to refine and adjust content, sequencing of activities, and to finalize delivery strategies.

A.1.b. The Consortium Member shall adapt the new case manager certification training curriculum for Supervisors' Version, Retraining of Existing Workers. Ongoing adjustments to these curricula will occur as necessary after training begins.

A.1.c. The Consortium Member may develop curriculum for in-service training for supervisors and existing workers. These services will be negotiated based on the available budget and staffing resources. Specifications for this training will be developed jointly between the Consortium Member and DCS and incorporated into a Training Plan.

A.1.d. The Consortium Member shall insure that these curricula and any modified versions meet the specifications described in the Training Plan. Written approval must be obtained from the Training Director prior to delivery.

A.1.e. The Consortium Member shall ensure that any curriculum developed for any audience should contain at the minimum:

A.1.e.i. Purpose of Training Session;

A.1.e.ii. Learning objectives associated with training curriculum;



- A.1.e.iii. Materials required for trainer presentation;
  - A.1.e.iv. Specific Trainer instruction to facilitate participation and comprehension of trainees;
  - A.1.e.v. Definition of key teaching points;
  - A.1.e.vi. Inclusion of case narratives/studies, where appropriate;
  - A.1.e.vii. Practical exercises to reinforce teaching points.
- A.1.f. The Consortium Member shall perform necessary research on child welfare practices including, but not limited to, the following areas and ensure that curriculum developed either by the Consortium Member or DCS staff is in accordance with best practices as defined and adopted by DCS management team:
- A.1.f.i. Engaging birth families;
  - A.1.f.ii. Permanency planning;
  - A.1.f.iii. Sibling placements;
  - A.1.f.iv. Meaningful visitation;
  - A.1.f.v. Creating and maintaining stability in relationships;
  - A.1.f.vi. On-going assessments;
  - A.1.f.vii. Addressing barriers to permanency;
  - A.1.f.viii. Creation of teams to include all stakeholders;
  - A.1.f.ix. Resource development and support;
  - A.1.f.x. Identification of treatment needs;
  - A.1.f.xi. Child Protective Services investigations and interventions.
- A.1.g. The Consortium Member shall identify curriculum components clearly by program area (i.e. foster care, child protective services, etc.) to facilitate DCS' identification of appropriate funding mechanisms from federal, state, or other sources in accordance with DCS' approved cost allocation plan and DCS' approved proposal for enhanced IV-E federal financial participation for training.

## A.2. DELIVERY

The Consortium Member shall deliver the training detailed in the Training Plan, as well as pre-service training for supervisors (Child Welfare League of America (CSLA)), and other in-service training to be identified.

- A.2.a. The Consortium Member shall deliver training statewide in twelve (12) geographic regions (Northeast, East Tennessee, Knox County, Upper Cumberland, Southeast, Hamilton County, Mid-Cumberland, South Central, Davidson County, Northwest, Southwest, and Shelby County). DCS shall determine the cities in which training shall be conducted within each of the twelve (12) geographic regions. Consultation about exceptions may be necessary given the number of trainees for any delivery, design and purpose of the content. The Director of Training shall approve all exceptions.
- A.2.b. The Consortium Member shall in coordination with DCS Division of Training develop a yearly training calendar with training locations and new class start/end dates identified for Component I: New Case Manager Certification training. The schedule shall be adjusted to accommodate anticipated numbers of new hires which may be as high as 600 or as low as 350. The location for the regional training shall be determined based on the numbers of new hires within each region. The need to change or cancel or modify groups will be done in consultation with the Director of Training
- A.2.c. The Consortium Member shall assist DCS in coordinating and supporting TNKIDS training during the on-the-job components. Redesign of the current TNKIDS curricula might be necessary to incorporate into the New Case Manager Certification training design. The Consortium Member shall consult with any other Consortium Members to facilitate this work.

- A.2.d. The Consortium Member shall deliver the adapted New Case Manager Certification Training for new hires, supervisors and existing as described in the attached Training Plan. A schedule will be finalized in consultation with the Director of Training.
- A.2.e. The Consortium Member shall limit class size for in-class session for Component IV: New Case Manager Certification to twenty (20) Child Welfare Case Managers with a minimum of six (6) Child Welfare Case Managers. The Consortium Member may agree to add additional trainees if the room size and other resources are available. The Consortium Member may combine small groups that may require trainees to attend training outside of their county and region. The changes will be approved in advance, by the Training Director. The Consortium Member shall provide a minimum of two (2) trainers per class, maintaining consistency for the duration of each training segment except in extreme circumstances that must be approved in advance by DCS Division of Training and Development. For distance learning options, class size can vary based on the training needs of staff.
- A.2.f. The Consortium Member shall develop appropriate training and work aids including, but not limited to, posters, videos, printed media, and electronic presentations. The Training Director, in consultation with the consortium and DCS program staff Operations shall approve any additional videos not currently in existing curriculum.
- A.2.g. The Consortium Member shall arrange for the testing instrument and the evaluation tool to be used in the delivery of the training and provide the results of the testing and evaluation to DCS management team, in writing, within one (1) week of the administration of the instruments or per agreed upon time frames.
- A.2.h. The Consortium Member shall create, print and deliver certificates to all participants at the conclusion of each training session.
- A.2.i. The Consortium Member shall be responsible for implementing registration activities and tracking attendance by name, social security number, courses received, and employee position number (to be provided by DCS).
- A.2.j. The Consortium Member shall provide detailed information as identified below to DCS regarding the status and progress of all participants. Such information shall include, but not be limited to:
- A.2.j.i. trainer participation in supervisory call-ins;
  - A.2.j.ii. skill practices and feedback sheets;
  - A.2.j.iii. weekly (per group) On the Job Training (OJT) Reports; and
  - A.2.j.iv. Consortium Member trainers meetings with DCS staff.
- A.2.k. The Consortium Member shall submit to DCS Director of Training and Development information documenting the number of hours trained and class attendance for trainees. Trainee-Sign-In-Form (Attachment B) contains the reporting format to be used to meet minimum reporting of this information.
- A.2.l. The Consortium Member may deliver and evaluate in-service training for supervisors, case managers, and other audiences subject to written approval of DCS.
- A.3. EVALUATION
- A.3.a. The Consortium Member shall arrange for the design and implementation of the various evaluation instruments per the approved Training Plan and in consultation with DCS; training and other designated DCS staff. These instruments include but are not limited to the following: knowledge based exam, observation checklists and skill assessment

forms. The Consortium Member shall implement any evaluation activities in accordance with DCS' approved cost allocation plan and DCS' approved proposal for enhanced IV-E federal financial participation training.

- A.3.b. The Consortium Member shall provide to collect, and send to DCS Training the evaluation for each classroom course for New Case Manager Certification training. The forms shall be sent within one week of completion of the evaluation. The Consortium Member shall have access to these data and may collect similar data.
- A.3.c. The Consortium Member shall be responsible for developing and maintaining testing software and item banks, and consult with DCS technical staff to insure the security of the software at the testing sites.

#### A.4. TRAINING QUALIFICATIONS & RESPONSIBILITIES

- A.4.a. The Consortium Member will insure that each university seeks Bachelor of Social Work, (BSW) and Masters of Social Work, (MSW) level individuals for trainer positions. Preferred qualifications for trainers are: BSW with a minimum of 2 years experience in public or private child welfare programs or MSW with a minimum of 2 years experience in public or private child welfare programs. It is also preferred that trainers have some experience in training or demonstrate the ability to do so as part of the interview process. When possible, DCS staff will be involved in the screening of applicants for training positions. The final approval for hiring rests with the individual university consortium member. Although BSW and MSW degreed individuals with training experience are preferred for training positions, individuals with related degrees may be considered if the institution believes the person demonstrates the skills and abilities necessary to be an effective trainer.
- A.4.b. The Consortium Member shall insure that their trainers receive any training that prepares them to deliver new material or to enhance their skills. The Consortium Member shall also provide Training for Trainer sessions for DCS's training staff and will provide consultation to the DCS Training Director. Any concern about a trainer must be discussed for resolution prior to training delivery of pre-service.
- A.4.c. The Consortium Member's classroom delivery shall be open for observation by DCS employees who have received permission from the DCS Division of Training provided space is available. It is understood that DCS will provide adequate advance notice of the observer(s) name and purpose of the visit so that the Consortium Member may prepare the training group and have the necessary physical and training materials available.
- A.4.d. The Consortium Member's trainers and management staff shall meet with DCS Training Staff and Child Welfare program staff to review training issues and for professional development. Either party may request a meeting at any time.
- A.4.e. The Consortium Member shall certify that personnel assigned to this contract are suitably qualified to provide the services identified.

#### A.5. CONSULTATION

- A.5.a. The Consortium Member shall provide consultation upon request by the training director and/or the deputy Commission of Protection and Permanency.

#### A.6. OTHER RESPONSIBILITIES

- A.6.1. The Consortium Member is responsible for providing all materials, equipment and supplies used in classroom delivery.

- A.6.b. The Consortium Member shall provide support and technical assistance to the DCS Training Director and other staff as identified by DCS management team in the development, modification, validation, and delivery of curriculum whether developed by the Consortium Member or DCS staff.
- A.6.c. The Consortium Member shall provide monthly performance reports, the form and content of which shall be defined by DCS to this contract, as partial substantiation of the invoice for services rendered pursuant to this Contract.
- A.6.d. The Consortium Member shall submit invoices not later than thirty (30) days after the end of the month for which the Consortium Member delivered services.

A.7. RESPONSIBILITIES

- A.7.a. DCS shall give the Consortium Member at least thirty (30) days notice to implement any structural changes to the program design recommended by DCS.
- A.7.b. DCS shall be responsible for providing electronic copies of the training manual to each Child Welfare Case Manager approved for New Case Manager Certification Training.
- A.7.c. DCS shall be responsible for contracting with hotels and other training site providers and for payment for the training facilities. DCS shall consult with the Consortium Member to identify and select the necessary space based upon the specifications of the curriculum and delivery design. DCS office space may be used if it meets the space and learning environment specifications. DCS will protect the time for its trainees during training and minimize disruptions at all locations.
- A.7.d. DCS employees shall make available to the Consortium Member the following trainee information:
  - A.7.d.i. Position number;
  - A.7.d.ii. Allotment code; and
  - A.7.d.iii. Cost center code
- A.7.e. All DCS Child Welfare Case Manager trainees must obtain the information referenced in A.7.d. from either the DCS Director of Training or the appropriate DCS Program Director. This information, as well as name and social security number of the Child Welfare Case Manager trainee, must be provided to the Consortium Member prior to receiving training services.
- A.7.f. The Director of Training shall give adequate notice to the Consortium Member when approved observers will attend any training session. DCS shall insure that the observer has been instructed on the role and level of involvement in the training that is expected. The name and purpose of the observer will be given to the trainers in advance so adequate materials, introductions, and preparations are in place.
- A.7.g. The appropriate DCS administrative and program staff shall provide information about organizational decisions and policies that will impact the design content and delivery of any of the services in this contract.
- A.7.h. DCS shall provide the necessary staff to review and approve curricula, validate exam items and other measures, and to provide the necessary resources to optimize the successful implementation of training in the region.
- A.7.i. DCS shall provide the technical hardware and software support for the administration of selected knowledge and skill assessments. Computer classrooms will be available for

test administration and scheduled in consultation by the training director and in consultation with the regional administration and Consortium Member.

- A.7.j. DCS shall coordinate the delivery of any other training for new staff such as TNKIDS with the Consortium Member and in coordination with the regional OJT coach/trainers.

## **IN-SERVICE TRAINING SECTION**

### **A.8. Development**

- A.8.a. The Consortium Member shall design and develop a catalog consisting of a variety of child welfare curriculum of courses to be made available to DCS staff for in-service/continued education opportunities. The development of the courses will be negotiated based on the available budget and staffing resources. Specifications for the course topics and content will be developed jointly between the Consortium Member, Consortium members and DCS staff. These courses will reflect both mandatory trainings required for DCS staff based on position and training hour requirements. Once the courses are developed and delivered, ongoing revisions will occur to refine and adjust content, sequencing of activities and to finalize delivery strategies.

- A.8.b. The Consortium Member shall design and develop a child welfare curriculum for newly hired supervisors that is consistent with DCS policies/procedures and in accordance with the DCS Practice Model standards. The content will be competency-based. Selected skills/outcomes will be emphasized or targeted for observation and/or measurement as determined by DCS, its partners and technical advisors and incorporated into a Training Plan. The curriculum design will contain expectations of individualized conferences with trainees, collaboration between field staff, DCS training staff, Consortium staff to insure optimal learning opportunities and feedback and support for newly hired supervisors. Once the content is delivered, ongoing revisions will occur to refine and adjust content, sequencing of activities and to finalize delivery strategies.

- A.8.c. The Consortium Member shall ensure that any curriculum developed for any audience should contain at the minimum:

- A.8.c.i. Purpose of training
- A.8.c.ii. Learning objectives associated with training curriculum
- A.8.c.iii. Materials required for trainer presentation
- A.8.c.iv. Specifics Trainer instructions to facilitate participation and comprehension of trainees
- A.8.c.v. Definition of key teaching points
- A.8.c.vi. Inclusion of case narratives/studies, where appropriate
- A.8.c.vii. Practical exercises to reinforce teaching points.

- A.8.d. The Consortium Member, in conjunction with DCS Training staff, shall perform the necessary research on child welfare practices including, but not limited to, the following areas and ensure that curriculum developed either by the Consortium Member or DCS staff is in accordance with best practices as defined and adopted by DCS core management team:

- A.8.d.i. Ethics
- A.8.d.ii. Advanced permanency planning
- A.8.d.iii. Advanced functional assessment
- A.8.d.iv. Supervision in public child welfare
- A.8.d.v. Child sexual abuse
- A.8.d.vi. Domestic violence
- A.8.d.vii. Special needs populations
- A.8.d.viii. Child and family dynamics

- A.8.d.ix. Solutions-based case work
- A.8.d.x. Clinical intervention in trauma of child separation, grief/loss
- A.8.d.xi. ECT
- A.8.d.xii. Adoption
- A.8.d.xiii. Cultural Competency

A.8.e. The Consortium Member shall identify curriculum components clearly by program area, (i.e. foster care, child protective services, etc.), to facilitate DCS' identification of appropriate funding mechanisms from federal, state, or other sources in accordance with DCS' approved cost allocation plan and DCS' approved proposal for enhanced IV-E federal financial participation for training.

#### A.9. DELIVERY

A.9.a. The Consortium Member shall deliver all in-service trainings statewide in twelve (12) geographic regions (Northwest, East Tennessee, Knox County, Upper Cumberland, Southeast, Hamilton County, Mid-Cumberland, South Central, Davidson County, Northwest, Southwest and Shelby County). The Consortium and DCS shall determine the cities in which training shall be conducted within each of the twelve (12) geographic regions. Consultant about exceptions may be necessary given the number of trainees for any delivery, design and purpose of the content. The Director of Training shall approve all expectations.

A.9.b. The Consortium Member shall coordinate with DCS Division of Training to develop a yearly training calendar with training locations and new course start/end dates to accommodate anticipated numbers of new supervisors or existing staff as indicated by DCS regional staff. The need to change or cancel or modify any courses will be determined in conjunction with DCS Training staff.

A.9.c. The Consortium Member shall limit class size for in-service trainings to twenty (20) with a minimum of six (6). The size of the class may also be determined based on the training needs of DCS staff to address changes to DCS program policies/procedures which impacts best practices. The Consortium Member will ensure the appropriate number of trainers is available to deliver any requested training events. For distance learning options, class size can vary based on the training needs of regional staff.

A.9.d. The Consortium Member shall develop appropriate training and work aids including, but not limited to, posters, videos, printed media and electronic presentations. The Training director, in consultation with the Consortium and DCS program staff shall approve any additional videos not currently in existing curriculum.

A.9.e. The Consortium Member shall arrange for the testing instrument and the evaluation tool to be used in the delivery of the training. The Consortium Member will provide the results of the testing and evaluation to the DCS management team, in writing, within one (1) week of the administration of the instruments or per agreed upon time frames.

A.9.f. The Consortium Member shall create, print and deliver certificates to all participants at the conclusion of each training session.

A.9.g. The Consortium Member shall be responsible for implementing registration activities and tracking attendance by name, social security number, courses received, and employee position number (to be provided by DCS).

A.9.h. The Consortium Member shall provide detailed information as identified below to DCS regarding the status and progress of all participants. Such information shall be included, but not limited to:

- A.9.h.i. Trainer participation in supervisory call-ins
- A.9.h.ii. Skills practices and feedback sheets
- A.9.h.iii. Consortium Member trainers meetings with DCS staff.

A.9.i. The Consortium Member shall submit to DCS' Training Director information documenting the number of hours trained and class attendance for trainees.

#### A.10. INFORMATION TECHNOLOGY CONTRACT

- A.10.a. The Consortium Member shall create and provide technical design, development and delivery of any training curricula for Tennessee Kids Information Delivery System, (TNKIDS), Web-based training and/or Computer-based training modules for assigned work duties and projects in conjunction with DCS Training staff.
- A.10.b. The Consortium Member shall provide the appropriate number of trainers to deliver training. The volume and size of classes will vary depending on the regional training needs of DCS staff.
- A.10.c. All TNKIDS projects, training and curriculum development/delivery activities shall be subject to Federal and DCS approval, prior to implementation.
- A.10.d. The Consortium Member shall provide all class participants with a course and/or trainer evaluation at the conclusion of any required classroom/web-based training. The evaluation instrument shall be developed in conjunction with DCS staff and will be used to facilitate assessment of the effectiveness, relevance, and delivery of training and may be modified as needed.
- A.10.e. The Consortium Member shall collect and review the completed evaluations and submit copies of all the evaluations to the DCS Training staff within one week of being administered.
- A.10.f. The Consortium Member shall ensure that all developed curricula reflect all revisions of DCS policies as it relates to program operations, training and any TNKIDS releases.
- A.10.g. The Consortium Member shall maintain and update the most current curriculum in hard copy form as well as the electronic copy on line.
- A.10.h. The Consortium Member will be required to deliver training at designated DCS/Consortium facilities located across the State. The Consortium Member shall provide the training materials, equipment, and supplies for any technological training event.
- A.10.i. The Consortium Member shall provide consultation at the request of DCS Training staff regarding any technological systems project activities, planning for future training and development of training resources.
- A.10.j. The Consortium Member shall provide a detailed cost estimate and work timeline to DCS' Training Director on each project and scope that is to be developed. DCS shall approve all project plans prior to implementation.
- A.10.k. The Consortium Member shall develop a variety of technological strategies to provide alternative delivery methods of training events that have been deemed to be appropriate and have been traditionally delivered via classroom.
- A.10.l. The Consortium Member shall design and develop in conjunction with DCS Training staff and Information systems staff, a comprehensive database system that tracks all

registration and completed training hours of DCS staff, DCS foster parents and other provider staff.

- A.10.m. The Consortium Member shall design and develop online continued education opportunities for DCS employees and/or foster parents in conjunction with the Consortium and DCS management staff.

A.11. LEGALLY DEFENSIBLE INTERVIEWING

- A.11.a. The Consortium Member shall provide training that will focus on improving competencies in the areas of legally defensible interviewing involving, children who are the possible victims of sexual, physical, or emotional abuse. The training audience will be State of Tennessee employees, primarily child protective services (CPS) case managers who are legally mandated to work in multidisciplinary investigative teams.
- A.11.b. The Consortium Member shall provide four (4) training sessions during the period October 1, 2005 - June 30, 2006 and eight (8) training sessions each year thereafter. Each training session will be comprised of twenty-six (26) hours of training.
- A.11.c. Training shall be provided to approximately seventeen (17) participants at each training seminar for a total of approximately sixty-eight (68) participants during the period October 1, 2005 - June 30, 2006, and approximately one hundred thirty six (136) participants each succeeding year. The participants will be identified by the State.
- A.11.d. The course work will consist of both didactic and interactive learning opportunities for participants through a variety of media, and the format will provide adequate opportunity for interaction between trainer and participant.
- A.11.e. Participants will learn skills to improve their performance in conducting effective and legally defensible interviews of children who are victims of maltreatment. This will lead to better case assessment and decision-making. The participants should be provided with a uniform protocol for use in child interviews.
- A.11.f. The Consortium Member shall provide children who will attend a gathering where they will witness a non-traumatic event. The Consortium Member will make these children available to the training participants for ten to fifteen minute interviews regarding the event. The Consortium Member shall videotape these events to allow the participants to receive feedback from the trainers and their peers.
- A.11.g. The Consortium Member shall provide training in court testimony and provide resource materials that will assist the participants in defending their position during their court testimony.
- A.11.h. The State shall be responsible for providing the training facility for each training session.
- A.11.i. The State in consultation with the Consortium Member shall determine the date and location of each training seminar.
- A.11.j. The Consortium Member shall be responsible for providing all the equipment necessary in order to provide training.
- A.11.k. The Consortium Member shall be responsible for providing all training materials.
- A.11.l. DCS Responsibilities:



- A.11.I.i. The Department of Children's Services (DCS) will make available to trainees the following information: Position number, Allotment Code, and cost center code.
- A.11.I.ii. All trainees must obtain the information referenced in A.12.a. from either the DCS Director of Training and Development, the DCS Director of Child Protective Services or their designee(s). This information, as well as name and social security number of the trainee, must be provided to the training sponsor prior to receiving training services.

A.12. Training for Trainers: Training Development and Pilot Presentation:

A.12.a. The Consortium Member will develop a maximum of 10, new, three hour training modules to meet identified needs of foster parents and staff across the state of Tennessee. The content of these modules will be determined by DCS regional and central office staff and by the foster parents. Specific directions as to development will be provided to the Consortium Member by DCS central office staff.

A.12.a.i. The Consortium Member will pilot newly developed trainings in the field before groups of foster parents and staff trainees (approximately three (3), 3-hour sessions per (12) regions across the state. These pilots may occur at regional conferences or at other times arranged by the Consortium Member and the regional staff and parents. Following these pilot presentations, the Consortium Member will consult with and debrief these trainings with DCS regional training staff to assist them in developing training skills for future presentation in the region.

A.12.a.ii. The Consortium Member will present pilot delivery of existing in service training curricula to foster parents in the regions. The required in-service curricula are: Parenting the Sexually Abused Child, Positive Discipline, Working with Birth Parents, and Cultural Awareness (all have been developed by the current Consortium Member and will be made available for the purpose of this deliverable). As with the newly developed curricula mentioned above, the Consortium Member will debrief the in-service pieces with regional training staff observing the pilots and assist them in developing necessary skills to present the trainings themselves.

A.12.a.iii. The Consortium Member will consult, through meetings with each region's staff, a minimum of two (2) seven hour sessions in the course of a year for the purpose of trainer development and consultation. This is in addition to the piloting and debriefing discussed above in regard to specific training curricula. Further the Consortium Member will be available to provide ongoing technical and consultation assistance to the DCS field staff providing training.

A.12.iv. The Consortium Member will provide DCS central office and each regional DCS training unit drafts of all training curricula developed along with any training instructions and participant materials.

A.12.a.v. The Consortium Member is responsible for securing all sites for training. DCS may assist as possible to decrease costs. DCS staff will assist the Consortium Member in locating and securing sites, including the use of DCS offices and conference rooms as suitable for training. DCS cannot guarantee, however, that such rooms are always available as training sites, and the Consortium Member may incur some cost if such DCS sites are not available.

A.13. Home Study Training for DCS staff and Private Agency Staff (already trained in Parents as Tender Healers (PATH), Adoption and Foster Care:

- A.13.a. For staff already PATH trained who are completing home studies for prospective foster and adoptive families, the Consortium Member will deliver the current, eight (8) hour, home study writing training to a minimum of five (5) regions.
- A.13.b. The Consortium Member will deliver the same home study training to agency staff in at least three (3) sessions across the state. The Consortium Member will maintain records of all training delivered to private agencies. This documentation will be separate from documentation regarding the training of DCS staff and foster parents.
- A.13.c. The Consortium Member is responsible for securing all sites for training. DCS may assist as possible to decrease costs. DCS staff will assist the Consortium Member in locating and securing sites, including the use of DCS offices and conference rooms as suitable for training. DCS cannot guarantee, however, that such rooms are always available as training sites, and the Consortium Member may incur some cost if such DCS sites are not available.

A. Independent Living Training Development and Delivery-staff and parent

- A.14.a. The Consortium Member will develop and deliver curricula totaling 2-3 days each for staff and parents addressing issues on Independent Living and working with youth. The training shall be developed based on attitude and needs assessments across the state and through consultation with and references to national consultants and resources. Youth will be involved in the development process.
- A.14.b. Training may be delivered in its entirety (2-3 days at a time) or in 2-3 hour components at conferences and other venues. Delivery of the training will be ongoing in each region with a minimum of 4 staff and 2 parent offerings in each region of the 2-3 day curriculum in a year's period. Training will be provided to agency and DCS staff and parents.
- A.14.c. The Consortium Member will be responsible for all arrangements of sites and training resources and will assure youth, parent and staff involvement in development and delivery of training content. The Consortium Member is responsible for securing all sites for training. DCS may assist as possible to decrease costs. DCS staff will assist the Consortium Member in locating and securing sites, including the use of DCS offices and conference rooms as suitable for training. DCS cannot guarantee, however, that such rooms are always available as training sites, and the Consortium Member may incur some cost if such DCS sites are not available.

A.15. Regional Conferences on Foster Care, Adoption, and Kinship Care

- A.15.a. The Consortium Member will be responsible for the logistics, the development and delivery of eight (8), regional conferences on foster care, adoption, and kinship care. Over the past year these conferences have maintained an average of 200 participating parents and staff (DCS and agency). The Consortium Member will be responsible for the structure and agenda of the conferences. The Consortium Member will consult with DCS regional and central office staff for structural suggestions. Each of these conferences will include luncheons for all participants. During the morning of the on-site registration process, one refreshment break should occur that provides liquid refreshments that includes but is not limited to items such as coffee, hot tea, and possibly soft drinks only, not food.
- A.15.b. Training content at these conferences will be determined in consultation between the Consortium Member, DCS central office and the regions. Each conference may be specific and unique to the region it serves. While some required in-service training

may be offered at these regional conferences, other trainings may be developed to meet emerging needs in the regions.

- A.15.c. The Consortium Member will be responsible for all on-site preparations and training supplies, registrations for the conferences, incidental site charges- including parking, contracting with any invited speakers or trainers, pre conference brochure development and mailing (at least 6 weeks prior to each conference).
- A.15.d. The Consortium Member will keep a database of all foster parents in the state of Tennessee and use this database for tracking training deliveries and for mailing purposes. A monthly report of Foster Parents, by region, will be provided to the Consortium Member by the Director of Foster Care Services.

A.16. PATH Training for Trainers:

- A.16.a. The Consortium Member will be responsible for delivering the existing PATH Training for Trainers to DCS and agency staff in foster care and adoption services. PATH is a 32 hour curriculum to assist in preparing staff to train and home study potential foster and adoptive parents. The Consortium Member will present a minimum of 12 sessions of this training in a year to DCS and agency staff. The Consortium Member will be an approved Master Trainer in the Path curriculum from Spaulding for Children. The Consortium Member will partner one of its own Master Trainers with a regional Master Trainer to deliver this training.
- A.16.b. The Consortium Member will be responsible for providing all training materials for the Training for Trainers, including the participant handbooks and the training manuals. Additionally the Consortium Member will be responsible for securing all sites for this training. The Consortium Member may work with regional or agency staff to secure sites.
- A.16.c. The Consortium Member will follow-up with all trainees to determine if they will be approved as PATH Trainers. The Consortium Member must possess skills at trainer assessment and development. The Consortium Member will be responsible for assessing the prospective trainer, documenting that person's training, and making a recommendation to DCS. DCS will have the final decision if that person is approved as a trainer.

A.17. Juvenile Justice Foster Parent In-Service Training Pilots and Training for Trainers:

- A.17.a. The Consortium Member will deliver in each of the regions at least one cohort (3. 3 hour sessions or 9 hours of delivery) of the existing Juvenile Justice Foster Parent Training (training has been developed by the current Consortium Member and will be made available for the purpose of this deliverable). This training will serve as the first part of training for trainers for DCS staff who will observe and then participate in a debriefing and consultation session. This training for parents is nine (9) hours in duration. In some cases the Consortium Member may be asked to present individual sessions to parents with DCS staff co-participating with the Consortium Member to model individual training delivery. It is understood that the delivery may not take the full nine (9) hours when provided individually. Cohort training activities are multiple component training activities with all of the components comprising a single training unit. Cohort training may be provided sequentially as when all components are delivered in a single day, back to back, or delivered over a period of time with intervals of time in between. Cohort training activities are delivered to a specific group body of trainees who participate from start to finish.

- A.17.b. The Consortium Member will be responsible for providing all training materials for this training as well as materials for the trainers observing. The Consortium Member is responsible for securing all sites for training. DCS may assist as possible to decrease costs. DCS staff will assist the Consortium Member in locating and securing sites, including the use of DCS offices and conference rooms as suitable for training. DCS cannot guarantee, however, that such rooms are always available as training sites, and the Consortium Member may incur some cost if such DCS sites are not available.
- A.17.c. The Consortium Member will provide on-going consultation to the regions regarding this training.
- A.18. Tennessee Foster Care Association (TFCA) Advocacy Program Training and Support
  - A.18.a. The Consortium Member will deliver training related to the TFCA's Foster Parent Advocacy Program. Training will be provided to foster parents who serve the Department of Children's Services (DCS), Foster Parents serving private agency providers foster care services, DCS staff, and private agency staff. Training will be delivered locally across the state and will be presented by a foster parent who is skilled in training and who is well informed as to the intent and focus of the TFCA Advocacy Program. Approximately twenty (20), 3-hour sessions will be required.
  - A.18.b. The Consortium Member will provide training upon request from local foster care associations, DCS staff, private agencies and from private agency foster parents. Minimally, the Consortium Member will provide training to the aforementioned groups three (3) times per month. If requests for training exceed six (6) trainings per month, these additional requests must be approved by the Director of Foster Care Services. Training requests may also be made by persons convening conferences on social service and child welfare issues. These requests must always be approved by the Director of Foster Care Services. Should the need for these services decrease, the scope of delivery may change.
  - A.18.c. Training groups will not be determined by number. Small group as well as large group delivery is appropriate. The Consortium Member is encouraged to combine efforts to minimize travel when possible, while meeting requests for training delivery. Based on past efforts it is estimated that a minimum of five hundred (500) persons would receive training on the Advocacy Program. Training will primarily be information sharing in nature. There will be some opportunity for role-play to illustrate the key components and efforts of the Advocacy Program. Training will last 2-3 hours per delivery based on the size of the groups trained.
  - A.18.d. DCS staff and agency staff participants will become familiar with the tenets of the foster Parent Bill of Rights, learn the structure and focus of the Tennessee Foster Parent Advocacy Program, become acquainted with their responsibilities to parents based on the program and the Bill of Rights, and learn what services are available to foster parents from the TFCA and from their Regional Advocate.
  - A.18.e. The Consortium Member will provide all participants with handouts and appropriate information regarding the Foster Parent Bill of Rights and the Advocacy Program as functioning in the identified region.
  - A.18.f. All trainings will include involvement of the regional advocate assuming he or she is available for the training. Training may still be presented if the Advocate is not able to participate.

- A.18.g. The dates of training delivery will be arranged between the Consortium Member and those requesting the training.
- A.18.h. Along with training to parents and staff focusing on the advocacy program, the Consortium Member will also provide training (already developed) to prospective advocates on the nature, background, and services of the Advocacy Program. PATH Training will be provided at least once in a year, but may be offered more frequently if needed. The Consortium Member may also provide training on an individual basis if appropriate. All trainees will have completed an application to be a Foster Parent Advocate, be a foster parent in Tennessee, be a member of a local foster care association if one exists, and have the support and endorsement of references and of the DCS Regional Administrator. Training for potential Advocates is designed to allow for mutual selection of Advocates by the Advocacy Board of the TFCA, and by the trainees making the decision if they are desiring to be chosen as Advocates. The training will be interactive in nature. The training may include segments delivered by DCS staff as appropriate. This training will last between 8 and 12 hours depending on if it is delivered to a larger or smaller group or if it is provided on an individual basis.
- A.18.i. The Consortium Member will provide technical assistance to the TFCA in relation to its Foster Parent Advocacy Program. This assistance will include facilitating the meetings of the TFCA Advocacy Board, providing support and direction to the board, and making logistical arrangements for these meetings as well as incurring any necessary cost for these meetings.
- A.18.j. The Consortium Member will also provide ongoing support to the 12 Regional Advocates and to the Advocate at Large as they are performing their functions in supporting foster parents. This support will take the form of phone contact as needed by the Advocates, assistance in Problem solving, and consultation with DCS staff to assist Advocates in their efforts. The Consortium Member will assist the Advocates in preparing for bimonthly meetings with DCS Regional Administrators.
- A.18.k. The Consortium Member will maintain records of all issues and concerns in general that the TFCA Foster Parent Advocates have addressed throughout the year. This may be aggregate, narrative data, not statistical in nature.

A.19. Local Foster Parent Association Training and Support

- A.19.a. The Consortium Member will deliver training that will focus on the development of local associations to support foster parents in Tennessee. Additional training topics may include strategic planning, development of boards and committees, working effectively with the DCS, and others upon request of the associations. The training audiences will consist of DCS and agency foster parents and as appropriate DCS and agency staff. The Consortium Member may develop new curriculums or utilize existing curriculums. Often it may be necessary to tailor training content to specific associations.
- A.19.b. The Consortium Member shall be available to support the efforts of all existing and developing associations in Tennessee-currently 75 in number. The Consortium Member will deliver a minimum of twenty (20) workshops related to the above topics (training topics mentioned in A.8.a.) each year. More deliveries may be acceptable upon approval by the Director of Foster Care Services.
- A.19.c. Training will be delivered to small groups across the state and may be delivered at association meetings and at the regional foster care conferences and at the TFCA Annual Conference. The trainings will be information giving and active in nature with

opportunities for questions and discussions. The duration of the sessions will be 2-3 hours depending on the number of participants and the exact nature of the content. The trainer or facilitator will be experienced in the workings of local associations and understand the nature of the relationships between local associations and their local agencies and DCS as well as the relationships between the local associations and the TFCA. The Consortium Member will make all logistical arrangements for these trainings. The Contactor may utilize DCS facilities as possible.

A.19.d. The Consortium Member shall be available for consultation to local associations and to DCS in regard to local associations. The Consortium Member may facilitate meetings between the local DCS and local associations. The Consortium Member will work closely with Central Office staff in situations where communication between local staff and local associations is difficult.

A.19.e. The Consortium Member will provide all the same technical assistance, support, and training to the TFCA and its board as to the local associations. This involvement with the TFCA would take the form of assisting with their quarterly board meetings, providing training for board members at a two-day retreat, handling all logistical arrangements for this event and providing incidental ongoing support and consultation to the TFCA.

A.20. Annual Conference of the Tennessee Foster Care Association (TFCA)

A.20.a. The Consortium Member shall be responsible for the coordination, logistics and delivery of the TFCA's Annual Conference. This will include fiscal management, sleeping rooms for all participants, meals, trainer fees, printing, mailing, training space, equipment, banquet entertainment, training presentation, training development, and site arrangements. Both the banquet and the entertainment are rewards for the participation of the foster parents in the training. This activity will be accomplished in collaboration with the TFCA's Conference Committee. (For the purpose of this contract the Consortium Member should assume no cost sharing.) However, if TFCA provides financial support for the conference the Consortium Member shall adhere to the provision identified in Section E.17 Third Party Revenue of the contract. Notwithstanding, TFCA's financial support, the Consortium Member shall be wholly responsible for the success of the event. However, the Consortium Member will take primary direction related to this conference from the Tennessee Foster Care Association.

A.20.b. The Consortium Member will assume responsibility for printing and mailing of promotional materials for the conference (Including the registration brochures mailed 3 months prior to the event). These will be sent to all foster parents on the mailing list maintained by the Consortium Member, as well as to all contract foster care agencies and each DCS field office.)

A.20.c. The Consortium Member shall deliver an annual conference of the TFCA each fall between September and November. Each conference will provide training experiences and Association meetings for 500 participants. The Conference will last from Friday until Sunday, with pre-conference courses (serving approximately 200 participants) on Friday afternoon. The Consortium Member will be responsible for assuring that a maximum of three meals (including one banquet on Friday or Saturday night), are provided during the event.

A.20.d. The Consortium Member will assure that the majority of course offerings are new to participants. These courses will be determined and developed in consultation with the TFCA and DCS. Course topics should address the needs of foster, adoptive and kinship parents and should also be applicable to child welfare professionals. The

Consortium Member will assure that all training will be presented by individuals with extensive foster care experience. The Consortium Member is encouraged to utilize foster and adoptive parents as trainers whenever possible and appropriate.

A.21 On-going Technical Assistance and Support

- A.21.a. The Consortium Member will be available to Central Office Program staff as needed for consultation and participation in special projects. Largely special projects will be central office located and require only staff time.
- A.21.b. Ongoing assistance will be requested of the Consortium Member to participate at the level of one staff person for up to 4 days per month to assist in foster home file review. The Consortium Member will provide a staff person skilled in foster care services and foster home assessment who is familiar with the policies and requirements of DCS. This activity will require travel across the state. Additional assistance may be requested in the form of word processing and editorial services to compile monthly reports of the regional reviews and an annual report of the review process and outcomes.
- A.21.c. The Consortium Member will provide editorial service and printing and mailing service to The TFCA to assure the distribution of their quarterly newsletter, *The Fosterer*, to approximately 3500 addresses. The Consortium Member will assist in the development of this newsletter and assure its professional quality. The Consortium Member will allow Central Office staff input to the newsletter in the form of regular informational articles and communication with foster parents in Tennessee.
- A.21.d. The Consortium Member will maintain a complete mailing list of all DCS foster parents for the TN DCS. Agency parents and staff may also be included in this mailing list. A monthly report of Foster Parents, by region, will be provided to the Consortium Member by the Director of Foster Care Services. Staff information will be compiled from data obtained through the provision of training.

A.22. General Requirements:

The following outlines the general requirements associated with specific deliverables described above:

- A.22.a. The Consortium Member will provide a course catalog outlining all course descriptions, appropriate audiences, and credit hours. Referencing this course catalog, the Consortium Member will provide rosters that list the participants enrolled in each training activity and training hours received. Sign up sheets indicating participant attendance at each training activity will be provided to support the rosters.
- A.22.b. The Consortium Member will maintain a database of all the training received by DCS foster parents, DCS staff, agency parents, agency staff, and private agencies through the contract. Such a database will be designed for easy reporting to DCS. It is understood that not all Agency parents and staff will be included in this database. However, it will be inclusive of all DCS foster parents and participating DCS staff. The Consortium Member will provide a report of training activities by the Consortium Member upon request of DCS.
- A.22.c. The Consortium Member will provide a report of training activities by trainee upon request of DCS.

- A.22.d. The Consortium Member will provide training evaluation forms to participants at each training activity. All training activities must be evaluated by the trainees and upon completion of each training activity the Consortium Member will collect the evaluations, aggregate the responses and report them to DCS Central Office. DCS reserves the right to require that the content of the evaluation vary depending upon the type of training provided.
- A.22.e. The Consortium Member will provide to all training event participants, at all training events, certificates of attendance. If the training event includes mutually exclusive training activities, then certificates specific to each activity will be provided. These certificates will include the name of the trainee, the name of the training, the number of training hours credit earned, and the signature of the trainer.
- A.22.f. DCS will be involved in the development, approval and at times the delivery of training activities and reserves the right to determine the extent to which it will have involvement.
- A.22.g. The Consortium Member is expected to select training sites that maximize the use of available resources. Whenever possible, the Consortium Member may schedule training at DCS facilities.
- A.22.h. The Consortium Member will be responsible for all costs associated with securing facilities for all of the trainings and conferences identified in the Scope of Services unless specified otherwise.
- A.23. Policy Manual - The Consortium Member shall provide a professional, experienced policy writer that shall:
  - A.23.a. be available to DCS for at least two (2) to four (4) hours, one (1) day a week or more often as deemed necessary;
  - A.23.b. meet with a select group of stakeholders, convened by DCS, on a weekly basis as identified in Section I to develop, discuss and compile the policy manual.
  - A.23.c. be responsible for: recording, editing, compiling, maintaining and developing the policy manual using an acceptable manual writing format.
- A.24. The Consortium Member shall use technologically advanced, web-based methods to incorporate the manual into an interactive, virtual library format that:
  - A.24.a. is user friendly;
  - A.24.b. allow users to search for specific information or policies by using key words or phrases;
  - A.24.c. enable users to page through the manual;
  - A.24.d. launch electronic templates or external links;
  - A.24.e. provide a quick reference page;
  - A.24.f. accommodate for easy policy changes and updates;
  - A.24.g. allow for instant posting of alerts notifying users of new policy and procedural changes.
- A.25. The Consortium Member in conjunction with DCS shall assist in the installation of the web-based policy manual and provide for any training that may be necessary.
- A.26. Training Coordinators



A.26.a. The Consortium Member shall provide DCS with 10 full time regional training coordinators to be placed at regional DCS offices and coordinate all training for new and existing DCS staff. The Consortium Member will insure that Training Coordinators:

- A.26.a.i. meet the minimum standards for employment for DCS;
- A.26.a.ii. are trained in the use of DCS/TASS training tracking system;
- A.26.a.iii. act as the contact point between the assigned region and the universities designated to provide training in those regions.

A.27. MSW Stipend Program for DCS Employees:

This includes the development, delivery and evaluation of an educational program for experienced DCS staff seeking the MSW degree from accredited programs at university members of the Tennessee Social Work Education Consortium. Participating accredited MSW programs will have a subcontract with MTSU to develop a program at their institution that is consistent with DCS policies and in accordance with the DCS Practice Model in Tennessee. DCS employees participating in the program will receive a stipend and tuition, and DCS will coordinate their ability to maintain their employment while completing course work and field placement requirements.

A.27.a MSW Stipend Program for DCS Employees: Development

A.27.a.i. The Consortium Member shall oversee the development, delivery and evaluation of an MSW stipend program for DCS employees at universities in Tennessee that offer an accredited MSW degree. Development of the program will involve designing a curriculum including both course work and field placements that will be consistent with DCS policies and in accordance with the DCS Practice Model. The curriculum will be competency based and will include skills to be demonstrated by students selected for the program. The Consortium Member shall involve faculty and staff from the universities, DCS training and field staff, and technical consultants in the development of the curriculum, competencies and skills.

A.27.a.ii. The Consortium Member will ensure development of standardized admission criteria for students applying to the program.

A.27.a.iii. The Consortium Member will ensure that each university has in place standard application procedures, application forms, and student contracts for the stipend program. The Consortium Member will ensure that the appropriate DCS staff member is selected to act as a member of the selection committee at each university.

A.27.a.iv. The Consortium Member shall ensure that each selected student will enter into a contractual agreement with the state, requiring the student to work for DCS in a time for time match based upon the number of semesters they receive a stipend.

A.27.a.v. The Consortium Member will ensure that content of courses developed at each consortium university is uniform and follows the pre service training when appropriate.

A.27.a.vi. The Consortium Member will ensure that any curriculum developed for the students contains the following content at a minimum:

1. Engaging birth families;
2. Permanency planning;
3. Sibling placements;
4. Meaningful visitation;
5. Creating and maintaining stability in relationships;
6. On-going assessments;
7. Addressing barriers to permanency;

8. Creation of teams to include all stakeholders in the child's permanency;
9. Resource development and support;
10. Identification of treatment needs;
11. Child Protective Services investigations and interventions;
12. Culturally competent practice.

A.27.a.vii. The Consortium Member shall identify curriculum components clearly by program area (i.e. foster care, child protective services, etc.) to facilitate DCS' identification of appropriate funding mechanisms from federal, state, or other sources in accordance with DCS' approved cost allocation plan and DCS' approved proposal for enhanced IV-E federal financial participation for training.

A.27.a.viii. The Consortium Member shall ensure the development of technological means of curriculum delivery, such as online courses, interactive television, teleconferences, and satellite broadcasts.

A.27.a.ix. The Consortium Member will ensure the development of standardized evaluation methods, including but not limited to a certification examination to be administered to the student upon completion of the program.

A.27.b. MSW Stipend Program for DCS Employees: Delivery

The Consortium Member shall ensure delivery of the MSW Stipend Program at each of the MSW programs housed in universities who are part of the Tennessee Social Work Education Consortium.

A.27.b.i. The Consortium Member will develop and administer subcontracts with universities of the Tennessee Social Work Education Consortium.

A.27.b.ii. The Consortium Member will collect information about each student participating in the program at each university, including copies of the application and contract, identifying information, background checks, other information deemed necessary by DCS.

A.27.b.iii. The Consortium Member will ensure the students selected for MSW receive the appropriate stipend and tuition reimbursement approved by DCS.

A.27.b.iv. The Consortium Member will monitor the delivery of the curriculum at each participating university to ensure continuity across the consortium and to ensure content continues to reflect the DCS Practice Model.

A.27.b.v. The Consortium Member will track student participation in the program and provide DCS with training records, including semesters of participation and amounts paid in tuition and stipends.

A.27.b.vi. The Consortium Member will arrange for the necessary courses to be available at an alternate site or through technological means in the event an individual university is unable to offer a particular course in a fall or spring semester.

A.27.b.vii. The Consortium Member will be responsible for ensuring that all materials, written or electronic, will be available at each participating university.

A.27.b.viii. The Consortium Member will ensure that a minimum/maximum number of students who can participate each semester are based upon the staffing of DCS.

A.27.c. MSW Stipend Program for DCS Employees: Consultation

- A.27.c.i. The Consortium Member will make periodic on site visits to each participating university to assist with the delivery of the program.
- A.27.c.ii. The Consortium Member will meet regularly with DCS staff to discuss any needed changes in the curriculum, per changes in DCS policy, federal and state law, or specific program needs.
- A.27.c.iii. The Consortium Member will provide consultation services to the subcontracting universities on an as needed basis.
- A.27.c.iv. The Consortium Member will consult with any other consultants hired by DCS or other independent consultant (e.g. IV-E consultants, evaluation consultants, etc.).

A.27.d. MSW Stipend Program for DCS Employees: Evaluation

- A.27.d.i. The Consortium Member will arrange for the design and implementation of the various evaluation instruments used in the MSW Stipend Program. These instruments may include exams used in the courses, field evaluation forms and the final certification examination. The Consortium Member will also arrange for the MSW Stipend Program to be evaluated by an organization approved by the TSWEC and DCS.
- A.27.d.ii. The Consortium Member will work with faculty at the participating universities to ensure the administration of standardized exams, field placement evaluations and the certification examination.
- A.27.d.iii. The Consortium Member will arrange for a web based certification examination to be available for each participating university.
- A.27.d.iv. The Consortium Member will provide DCS Training staff with the student results on the certification examination, and will provide for retaking of the exam per DCS standards and regulations.
- A.27.d.v. The Consortium Member will arrange for the subcontracting of program evaluation or provide such evaluation with the approval of the TSWEC and DCS.
- A.27.d.vi. The Consortium Member will be responsible for the development and maintenance of a software system that tracks student progress, as required by DCS and the TSWEC.
- A.27.d.vii. The Consortium Member will ensure DCS has access to and ownership of any tracked information regarding the participating students.

A.28. Bachelor of Social Work (BSW)/Public Child Welfare Certification Program (PCWCP) Stipend Program:

The Scope of Service covers the development, delivery, consultation for and evaluation of a public child welfare certification program coordinated by the Consortium Member and offered at accredited social work programs at 13 universities in Tennessee. These universities are members of the Tennessee Social Work Education Consortium and each participating university will have a subcontract with MTSU to offer the program. The program will be consistent with DCS policies and in accordance with the DCS Practice Model standards.

A.28.a BSW/PCWCP Stipend Program: Development

- A.28.a.i. The Consortium Member shall oversee the development, delivery and evaluation of a public child welfare certification program at 13 universities in Tennessee that offer an accredited BSW degree. Development of the program will involve designing a curriculum including both course work and field placements that will be consistent with DCS policies and in accordance with the DCS Practice Model. The curriculum will be competency based and will include skills to be demonstrated by students selected for the program. The Consortium Member shall involve faculty and staff from the universities, DCS training and field staff, and technical consultants in the development of the curriculum, competencies and skills.
- A.28.a.ii. The Consortium Member will ensure development of standardized admission criteria for students applying to the program.
- A.28.a.iii. The Consortium Member will ensure that each university has in place standard application procedures, application forms, and student contracts for the stipend program. The Consortium Member will ensure that the appropriate DCS staff member is selected to act as a member of the selection committee at each university.
- A.28.a.iv. The Consortium Member shall ensure that each selected student will enter into a contractual agreement with the state, requiring the student to work for DCS in a time for time match based upon the number of semesters they receive a stipend.
- A.28.a.v. The Consortium Member will ensure that content of courses developed at each consortium university is uniform and follows the pre service training when appropriate.
- A.28.a.vi. The Consortium Member will ensure that any curriculum developed for the students contains the following content at a minimum:
1. Engaging birth families;
  2. Permanency planning;
  3. Sibling placements;
  4. Meaningful visitation;
  5. Creating and maintaining stability in relationships;
  6. On-going assessments;
  7. Addressing barriers to permanency;
  8. Creation of teams to include all stakeholders in the child's permanency;
  9. Resource development and support;
  10. Identification of treatment needs;
  11. Child Protective Services investigations and interventions;
  12. Culturally competent practice;
- A.28.a.vii. The Consortium Member shall identify curriculum components clearly by program area (i.e. foster care, child protective services, etc.) to facilitate DCS' identification of appropriate funding mechanisms from federal, state, or other sources in accordance with DCS' approved cost allocation plan and DCS' approved proposal for enhanced IV-E federal financial participation for training.
- A.28.a.viii. The Consortium Member shall ensure the development of technological means of curriculum delivery, such as online courses, interactive television, teleconferences, and satellite broadcasts.
- A.28.a.ix. The Consortium Member will ensure the development of standardized evaluation methods, including but not limited to a certification examination to be administered to the student upon completion of the program.
- A.28.b. BSW/PCWCP Stipend Program: Delivery

The Consortium Member shall ensure delivery of the BSW/PCWCP Stipend Program at each of the 13 universities in the Tennessee Social Work Education Consortium.

- A.28.b.i. The Consortium Member will develop and administer subcontracts with universities of the Tennessee Social Work Education Consortium.
- A.28.b.ii. The Consortium Member will collect information about each student participating in the program at each university, including copies of the application and contract, identifying information, background checks, other information deemed necessary by DCS.
- A.28.b.iii. The Consortium Member will ensure the students selected for BSW/PCWCP receive the appropriate stipend and tuition reimbursement approved by DCS.
- A.28.b.iv. The Consortium Member will monitor the delivery of the curriculum at each participating university to ensure continuity across the consortium and to ensure content continues to reflect the DCS Practice Model.
- A.28.b.v. The Consortium Member will track student participation in the program and provide DCS with training records, including semesters of participation and amounts paid in tuition and stipends.
- A.28.b.vi. The Consortium Member will arrange for the necessary courses to be available at an alternate site or through technological means in the event an individual university is unable to offer a particular course in a fall or spring semester.
- A.28.b.vii. The Consortium Member will be responsible for ensuring that all materials, written or electronic, will be available at each participating university.
- A.28.b.viii. The Consortium Member will ensure that a minimum/maximum number of students who can participate each semester are based upon the staffing of DCS.
- A.28.c. BSW/PCWCP Stipend Program: Consultation
  - A.28.c.i. The Consortium Member will make periodic on site visits to each participating university to assist with the delivery of the program.
  - A.28.c.ii. The Consortium Member will meet regularly with DCS staff to discuss any needed changes in the curriculum, per changes in DCS policy, federal and state law, or specific program needs.
  - A.28.c.iii. The Consortium Member will provide consultation services to the subcontracting universities on an as needed basis.
  - A.28.c.iv. The Consortium Member will consult with any other consultants hired by DCS or other independent consultant (e.g. IV-E consultants, evaluation consultants, etc.)

A.28.d. BSW/PCWCP Stipend Program: Evaluation

The Consortium Member will arrange for the design and implementation of the various evaluation instruments used in the PCWCP/BSW Stipend Program. These instruments may include exams used in the courses, field evaluation forms and the final certification examination. The Consortium Member will also arrange for the PCWCP/BSW Stipend Program to be evaluated by an organization approved by the TSWEK and DCS.

- A.28.d.i. The Consortium Member will work with faculty at the participating universities to ensure the administration of standardized exams, field placement evaluations and the certification examination.

- A.28.d.ii The Consortium Member will arrange for a web based certification examination to be available for each participating university.
- A.28.d.iii. The Consortium Member will provide DCS Training staff with the student results on the certification examination, and will provide for retaking of the exam per DCS standards and regulations.
- A.28.d.iv. The Consortium Member will arrange for the subcontracting of program evaluation or provide such evaluation with the approval of the TSWEC and DCS.
- A.28.d.v. The Consortium Member will be responsible for the development and maintenance of a software system that tracks student progress, as required by DCS and the TSWEC.
- A.28.d.vi. The Consortium Member will ensure DCS has access to and ownership of any tracked information regarding the participating students.
- A.29. The Consortium Member shall invoice DCS monthly for services provided. Such invoices shall be submitted to DCS not later than thirty (30) days after the end of the month in which service was rendered.